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OF THE AIR FORCE**

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Operations

**AIR FORCE SERVICE EXERCISE
PROGRAM AND SUPPORT TO JOINT
AND NATIONAL EXERCISE PROGRAM**

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. It provides guidance and procedures for exercise oversight, management, prioritization, participation, resourcing and execution. Furthermore, it provides guidance and procedures for Air Force participation in Service, Joint Service, and Combatant Commander (CCDR) Exercises, to include those under the Combatant Commanders Exercise Engagement Training Transformation (CE2T2) Program. It establishes the Exercise Coordination Working Group (ECWG) as the lead entity responsible for collating, coordinating, adjudicating and prioritizing Secretary of the Air Force (SecAF) force participation in Service and joint exercises and maintaining visibility on exercise participation of Combatant Command (CCMD) assigned forces. This publication applies to Air Force (AF) organizations at all Echelons, Major Commands (MAJCOM), Component MAJCOMs (C-MAJCOM), Numbered Air Force (NAF), Component Numbered Air Force (C-NAF) and Air Force Reserve Command (AFRC). This publication applies Air National Guard (ANG) forces under training and readiness oversight delegated to the SecAF. If this publication conflicts with Department of Defense (DoD) or Chairman of the Joint Chiefs of Staff (CJCS) guidance and policy, then the DoD and/or CJCS guidance and policy will take precedence. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tier compliance items. This publication may be supplemented at any level, but all supplements must be routed through the OPR of this publication for coordination prior to certification and approval. Refer recommended

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SUMMARY OF CHANGES

This revision updates office symbols and titles in accordance with current organization; reflects changes in Exercise Management Products to include the Joint Training Information Management System (JTIMS); expands scope to add AF Service exercises (referred to as SecAF exercises), in addition to Joint Exercise Program (JEP) and National Exercise Program (NEP), policy and guidance; reflects changes in exercise management by implementing the ECWG and the Master Exercise Calendar (MEC); updates exercise program information; updates terminology and exercise oversight objectives from Chief of Staff of the Air Force's (CSAF) *Operational Training Infrastructure (OTI) Flight Plan*; expands Program Responsibilities; includes exercise authorities and exercise sourcing; adds [Attachment 2](#), ECWG; adds new [Attachment 3](#), Individual Joint Training, and removes previous [Attachment 2](#), Air Force Joint Exercise Coordination Team, [Attachment 3](#), Exercise Integrated Process Team, and Attachment 4, Exercise General Officer Steering Group.

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Chapter 1

GENERAL INFORMATION

1.1. Purpose. This instruction provides guidance and procedures for the planning, execution and assessment of the United States Air Force (USAF) exercise program. Exercises validate USAF aviation, space, cyber, tactical and operational command and control, and Intelligence, Surveillance and Reconnaissance (ISR) forces' ability to execute presidentially ordered CCDR Unified Command Plan (UCP) missions. As directed by the CSAF's OTI Flight Plan, exercises prepare USAF forces for deployments and combat operations when allocated by the Secretary of Defense (SecDef) as approved in the Secretary of Defense Orders Book (SDOB) and ordered in the Global Force Management Allocation Plan (GFMAP). Exercises are a critical component of readiness training and assessment. Exercises are culminating events used to stress and evaluate AF forces to ensure they are ready to perform designated core tactical and operational level of war functions. Furthermore, exercises help USAF commanders evaluate the readiness of their units.

1.2. AF Exercise Enterprise.

1.2.1. Chairman's, Joint, and National Exercises. The Chairman's Exercise Program (CEP) is designed to improve capability and the readiness of U.S. Forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The Joint Exercise Program (JEP) is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their theater campaign plan engagement activities. The National Exercise Program (NEP) is a top-down driven exercise framework under the leadership of the President of the United States that is the basis for coordination of federal exercises across all departments and agencies of the federal government. The DoD participates in the NEP through the CEP.

1.2.1.1. Air Force units participate in CEP and JEP exercises to hone and refine execution of mission essential and supporting tasks, improve response capabilities, and enhance and evaluate readiness. The Air Force goal is to optimize the benefits of participating in these exercises, but not at the expense of Service core functions and readiness. Exercise objectives should test CSAF focus areas and drive towards refining AF Doctrine, Tactics, Techniques and Procedures (TTP) in joint and coalition combat operations.

1.2.1.2. SecAF forces and CCDR assigned AF forces shall support and participate in CEP/JEP/NEP exercises when requested by the Organization Conducting Event (OCE) if scenarios are appropriate to their mission and units have capacity to support. Air National Guard (ANG) units will participate in exercises based on their wings' training plan.

1.2.1.3. The CE2T2 program is the primary source of joint training funding. See [Chapter 5](#) for details on this program.

1.2.1.4. Assigned and unassigned AF forces may participate in sister Service exercises to meet Joint or Service core function readiness requirements.

1.2.2. **SecAF Exercises.** SecAF Exercises are defined as any exercise owned, conducted, and designated by Headquarters Air Force (HAF), MAJCOM/C-MAJCOM, NAF/C-NAF or National Guard Bureau (NGB) that fulfills SecAF's mandate as defined in Title 10 United States Code (USC) § 8013(b)(5) *Training*. SecAF exercises are Service level events designed to accomplish AF readiness requirements for air, space, and cyberspace forces and to train for CCDR UCP missions as outline in the Commander, Air Force Forces (COMAFFOR) Campaign Support Plan (CSP) and USAF CSP. Usage of SecAF exercises to support either CSP shall be weighed against readiness requirements and shall be coordinated and approved as described in this Instruction.

1.3. Exercise Domains and Training Environments. USAF forces exercise in the air, space, land, maritime, and cyberspace domains using live, synthetic (virtual and/or constructive) or blended (live-synthetic) training environments.

1.4. Doctrine for Exercises. Doctrine is critical to unify the actions of the Armed Forces of the United States in war. It is through doctrine that the Joint Force operates successfully to defeat US adversaries.

1.4.1. Joint doctrine can be found at <https://jdeis.js.mil>. Air Force basic and operational doctrine is available at the doctrine website: <http://doctrine.af.mil>.

1.4.2. Air Land Sea Application Center (ALSA) serves as the definitive source for multi-Service tactical level solutions to multi-Service interoperability issues consistent with joint and Service doctrine, leveraging multi-Service TTPs. ALSA publications are available at <http://www.alsa.mil>.

1.5. Exercise Authorities. USAF forces are either CCDR assigned (aligned under C-MAJCOM, C-NAF) or SecAF unassigned/Service retained. Assigned forces are ordered by the SecDef via assignment tables directed in the Global Force Management Implementation Guidance (GFMIG) in even years and the Forces for Unified Commands Memorandum ("Forces For") in odd years. For the purposes of this AFI, SecAF forces are synonymous with SecAF unassigned/Service retained forces. SecAF forces are allocated (transferred/attached) to CCDRs per the GFMAP which is authorized by SecDef via the SDOB. CCDR assigned forces can also be allocated to other CCDRs using the same process used for allocation of SecAF forces.

1.5.1. SecDef rarely allocates CCDR assigned or SecAF forces for exercises. If SecDef does order an exercise, it will be in the GFMAP and ordered in the SDOB. Pre-deployment preparation exercises can be ordered in existing exercise orders (EXORDs) but typically require coordination between the supported CCDR and Service Secretary if the exercise starts before the transfer/deployment of forces latest arrival date.

1.5.2. If not ordered by SecDef, SecAF forces participating in exercises do so under SecAF's Administrative Control (ADCON) authority in accordance with Joint Publication 1 (JP 1), *Doctrine for the Armed Forces of the United States*. However, a CCDR has Tactical Control (TACON) for exercise purposes whenever forces not assigned to that CCDR undertake exercises in that CCDR's AOR. TACON begins when these forces enter the AOR. Assigned forces participating in exercises typically do so under Operational Control (OPCON) authority

delegated by the CCDR to their COMAFFOR (C-MAJCOM, C-NAF). Unit commanders should confirm with their chain of command the source of the exercise tasking and ascertain intent with regards to exercise participation. Refer to JP 1 and GFMIG for additional caveats to command authority for units participating in CCDR exercises.

1.5.3. SecAF forces participating in exercises away from home station are considered on temporary duty (TDY), not deployed, even if they are overseas and participating in a CCDR or joint Service exercise. This status also applies to CCDR assigned forces participating in other CCDR, SecAF or joint Service exercises. TDYs do not count as deployments and therefore offer no protections under the SecDef's deployment-to-dwell policy.

1.6. Prioritization of Exercises and Support Resources.

1.6.1. According to JP 1, CCDRs have Combatant Command (COCOM) authority over assigned forces and are directly responsible to the President of the United States and SecDef for the performance of assigned missions and the preparedness of their commands. As directed in JP 1, CCDRs exercise COCOM authority to task and prioritize assigned and attached forces to conduct joint exercises and training. SecAF prioritizes Air Force exercises and support as they pertain to forces under SecAF ADCON to organize, train, and equip. For the purposes of this AFI, AF Service-level exercises will be referred to as SecAF exercises as distinct from CCDR and Joint exercises.

1.6.2. The prioritization of SecAF exercises for unassigned/Service retained forces is regulated by the readiness of the force as established by requirements defined in Department of Defense Directive (DoDD) 5100.01, *Functions of the Department of Defense and Its Major Components*. **Figure 1.1** provides a visual representation of force readiness requirements as they relate to AF exercises. The matrix should be read left to right then top to bottom to establish a 3-Category division each with three sub-levels. SecAF and CCDR exercise planners may use this matrix as a reference in order to establish requirements and priorities.

Figure 1.1. SecAF Exercise Decision Matrix*.

	Cat 1 Pre-Deployment SecDef EXORDS/DEPORDS High-End Readiness	Cat 2 Joint Training CEP/JEP/NEP	Cat 3 UCP/BP/USAF CSP
LEVEL 1 SecAF Exercises	RED FLAG (STO) CHECKERED FLAG RED FLAG-RESCUE VIRTUAL FLAG RED FLAG – Alaska SPACE FLAG	GREEN FLAG BLUE FLAG SABER STRIKE	RED FLAG (Coalition) GREEN FLAG (Coalition) RED FLAG – Alaska (BP) Virtual Flag (Coalition)
LEVEL 2 Joint Service Exercises	WARFIGHTER (JTF)	WARFIGHTER (DIV) MAGTF – TC FLEET SYNTHETIC TRAINING	JOINT WARFIGHTER ASSESSMENT
LEVEL 3 CCDR Exercises	NORTHERN EDGE JADED THUNDER	GLOBAL Series EMERALD WARRIOR TALISMAN SABER AUSTERE CHALLENGE	ULCHI FREEDOM GUARDIAN KEY RESOLVE
*Note: This matrix is notional for demonstration purposes only and will be updated each exercise planning cycle to reflect SecAF, CSAF and AF/A3 priorities.			

1.7. Exercise Scheduling and Management.

1.7.1. Joint Training Information Management System (JTIMS). JTIMS is the Chairman's authoritative information management system supporting planning and execution of the Joint Training System (JTS). JTIMS is the enterprise solution available for use by all DoD components to identify and validate Joint training requirements and assess mission essential tasks (MET) exercised during a prescribed event. This assessment of METs can then inform Defense Readiness Reporting System (DRRS) to report readiness. JTIMS supports all readiness priorities through scheduling and coordination, and enables all DoD components to identify challenges. In addition, Lessons Learned (L2) can be entered into JTIMS and pushed into the Joint Lessons Learned Information System (JLLIS).

1.7.2. In accordance with CJCSI 3500.01H, *Joint Training Policy for the Armed Forces of the United States*, CCMDs, Components, the joint force, or military departments requesting AF forces shall input exercise data into JTIMS per their higher headquarters (HHQ) guidance when requiring personnel to participate in non-unit hosted exercises (including those in, synthetic, live or blended (live-synthetic) environments). JTIMS supports coordination and the efficient use of resources to enable or participate in exercises. Home station large force employment (LFE) exercises that do not require forces to go TDY to attend are not required to be input into JTIMS; however, major named synthetic exercises (i.e., VIRTUAL FLAG) will be entered in JTIMS. This stipulation does not restrict those exercises from being entered if the unit would like to use JTIMS as a scheduling tool or in preparation for expanding the size and scope of a home station LFE exercise. Units should use JTIMS to request forces if a home station LFE exercise expansion includes joint or other assigned or unassigned AF forces. **(T-0)**.

1.7.2.1. JTIMS is the data source to capture the exercise demand signal leveraged on AF forces from CCDR, CJCS, JEP, NEP, and AF exercises. In addition, JTIMS is a resource for informing AF senior leadership decisions when it comes to prioritizing SecAF forces support to CCDR and Joint Service exercises. Exercise inputs in JTIMS do not constitute orders or delegate authority. Units will follow normal protocols and chain of command to participate or support an exercise.

1.7.2.2. AF force capability support to CCDR or Joint Service exercises requires a JTIMS Force Request (FR). OCEs and exercise planners will reference the JTIMS submission timelines directed by CJCSM 3500.03E, *Joint Training Manual for the Armed Forces of the United States*, for standard and emergent force requests. Emergent requests for SecAF forces or assigned forces from another CCMD inside of 12 months before exercise execution require additional coordination with the ECWG and AF/A3T to determine force availability.

1.7.2.3. **Consolidated Planning Schedule (CPS)**. MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB shall use the CPS for the unit level detail of each exercise to augment the Service component requirements in JTIMS. Since the transition to CPS may take some time, current MAJCOM/C-MAJCOM scheduling tools may be used after coordination with AF/A3T to validate compatibility with the automated MEC processing system.

1.7.2.4. The combination of JTIMS and CPS data allows senior leader visibility of the entire AF exercise enterprise and the associated weight-of-effort of each exercise included in the MEC. The MEC also provides a mechanism for operational units to assess the level-of-effort over time, view overlapping/conflicting exercises, and seek opportunities to link or combine events. Finally, the MEC will provide data related to AF readiness metrics and objectives. MAJCOMS/C-MAJCOMs, NAFs/C-NAFs and NGB will ensure any additional readiness exercises scheduled after the ECWG are loaded in JTIMS and CPS to facilitate upload in the MEC.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Secretary of the Air Force (SecAF). Responsible for Department of the Air Force training per 10 USC § 8013(b)(5), *Training*. DoDD 5100.01 defines AF functions and directs that the AF shall develop concepts, doctrine, TTPs, and organize, train, equip, and provide forces to perform specific functions. Responsible for the ADCON, training, and readiness of SecAF forces not assigned to CCDRs as defined in the GFMIG. Therefore, the commanders of SecAF forces are responsible to the SecAF through the CSAF for the administration, training, and readiness of their units. The Chief, National Guard Bureau maintains ADCON of ANG Forces for Title 32 training and readiness.

2.2. Deputy Undersecretary of the Air Force, International Affairs (SAF/IA). Provides support by coordinating with international partners interested in AF exercises, vetting and inviting foreign participants, supporting disclosure-based concerns over foreign integration, and providing AF/A3 a political-military assessment of integrating selected foreign teams.

2.3. Deputy Chief of Staff, Operations (AF/A3). Provides oversight for AF exercises and SecAF forces in joint Service and CCDCR exercises.

2.3.1. Approve use of SecAF exercises to fulfill AF CSP training objectives.

2.3.2. Develop and publish CSAF Exercise Policy Letter annually (or as required) to direct AF exercise enterprise planning and execution. This guidance may include themes such as specific CCMD area of responsibility (AOR) of interest, priority of CEP/JEP/NEP and SecAF exercises, multi-domain Command and Control (C2) initiatives, or other AF readiness goals and objectives.

2.4. Director of Training and Readiness (AF/A3T). Manage AF exercises and SecAF forces in AF, CCDCR, CJCS and joint Service exercises. AF/A3T will oversee and accomplish the following:

2.4.1. Provide guidance to MAJCOMs on exercise and OTI related matters, and monitor the planning and execution of the AF readiness enterprise.

2.4.2. Coordinate the production, update, and maintenance of the MEC and approval of the MEC Memorandum of Agreement (MOA) (see [para 2.13.3.2](#) and [2.13.3.3](#)).

2.4.3. Coordinate Air Force exercise requirements with the Joint Staff (JS), Office of the Secretary of Defense (OSD), and its Defense agencies/Field Activities, sister Services, and other United States Government (USG) and non-USG exercise partners, as necessary.

2.4.4. Coordinate with MAJCOMs/C-MAJCOMs, NAFs/C-NAFs, and NGB to identify and gather planned AFR and ANG requirements for incorporation into the Air Reserve Component Utilization Cycle in accordance with AFI 10-301, *Managing Operational Utilization Requirements of the Air Reserve Component Forces*.

2.4.5. Interface with appropriate agencies for overall exercise planning and coordination, and to identify mission area exercise shortfalls and ensure exercises are meeting guidelines set forth in the CSAF Exercise Policy Letter.

2.4.6. Coordinate with SAF/IA on requests for foreign country participation in SecAF exercises and vice versa.

2.4.7. Monitor Air Force participation in CEP/JEP/NEP exercises.

2.4.8. Advocate for and administer the AF allocation of Combatant Commanders Exercise Engagement (CE2) funds to meet Service Incremental Funds (SIF) requirements in support of those CCDR exercises authorized funding, per the OSD/JS CE2T2 Fiscal Year (FY) Program Execution Plan.

2.4.9. Coordinate the planning, execution, and evaluation of SecAF forces participation in AF Service, joint Service, CJCS, and CCDR exercises which involve HAF support and participation.

2.4.10. Serve as the AF interface with JS/J-7 for Joint Exercise Transportation Program (JETP) requirements.

2.4.11. Serve as the HAF Point of Contact (POC) for SecAF forces participation in joint Service, CEP/JEP/NEP, and CCMD exercise activities.

2.4.12. Provide oversight to ensure the AF Service Exercise program has a positive impact on readiness by assisting in the identification, prioritization, and focus of SecAF Exercises.

2.4.13. Monitor assigned forces' participation in joint Service, CEP/JEP/NEP, and CCMD exercises and review the impact on overall readiness.

2.4.14. Through the Air Force Agency for Modeling and Simulations (AFAMS), serve as focal point for the confederation of models and simulations specifically as it relates to the Air, Space, and Cyber Constructive Environment.

2.5. Director, Air Force Operations Group (AF/AFOG). Monitor AF participation in Homeland Defense and Defense Support of Civil Authorities (HLD/DSCA) related exercises.

2.6. Air Staff Directors and Functional Area Managers (FAMs).

2.6.1. Monitor AF forces participation activities within functional area.

2.6.2. Assist MAJCOMs/C-MAJCOMs and NAFs/C-NAFs with the planning and execution of exercises requiring HAF support and participation.

2.6.3. Coordinate exercise requests for supportability to include, but not limited to, funding, basing requirements, environmental issues and airspace/land space implications.

2.7. Lead Commands/Service Components.

2.7.1. Air Combat Command (ACC) for Combat Air Forces and Cyberspace Forces.

2.7.1.1. Lead MAJCOM for exercise coordination and scheduling. Through ACC/A3O, chair the ECWG and develop the MEC MOA.

2.7.1.2. Lead MAJCOM to represent SecAF forces' equities at JS J7's Joint Training Information Management System (JTIMS) Sourcing and Users Groups.

2.7.1.3. Lead MAJCOM for Individual Joint Training (see [Attachment 3](#)). Through 9th Air Force's (9 AF) Standing Joint Task Force (JTF), coordinate with CCMDs for Air Force positions on the Joint Manning Document (JMD); maintain CCDR Tier 1/2 exercise calendar and assign Airmen to AF assigned JMD positions.

2.7.2. Air Mobility Command (AMC) for Mobility Air Forces.

2.7.2.1. AMC shall coordinate with US Transportation Command (USTRANSCOM), AFRC and NGB for tanker/airlift support for AF exercises. All tanker and airlift forces are assigned to USTRANSCOM and support is prioritized by CJCS Instruction (CJCSI) 4120.02D, *List of Priorities – DoD Transportation Movement Priority System*.

2.7.2.2. AMC will identify airlift and air-refueling capacity and shortfalls during the ECWG. NGB exercises may use the ANG Mission Ready Airlift program for exercises and support. The use of Special Airlift Assignment Mission for exercises does not infer a higher lift priority over other missions. Requester must also include the appropriate Transportation Account Code (TAC) for reporting.

2.7.2.3. AMC must finalize available support to include cancellations 15 working days prior to scheduled movement date in order to allow support requesters time to procure alternate logistical support and prevent detrimental shortfalls in exercise execution due to late arrival by key players in the case of cancellations. It also prevents the waste of government resources to book redundant commercial travel regarding tentative airlift or tanker support.

2.7.3. Air Force Special Operations Command (AFSOC) for Special Operations Forces (SOF).**2.7.4. Air Force Space Command (AFSPC) for Space Forces.****2.7.5. Air Force Global Strike Command (AFGSC) for Nuclear and Conventional Global Strike Forces.****2.7.6. NGB for ANG Forces****2.7.7. Air Forces Northern (AFNORTH) for programing, managing and executing North American Aerospace Defense Command exercises.****2.7.8. COMAFFORs for exercises in support of appropriate CCDR CSP.****2.8. MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB will.**

2.8.1. Maintain exercise responsibility, programming, authority, and resource allocation over their respective SecAF tactical, operational and strategic level exercises, and those CCDR exercises for which they are the OCE. Identify planned AFR and ANG requirements to AF/A3 for incorporation into the Air Reserve Component (ARC) Utilization Cycle in accordance with AFI 10-301. In addition, provide ARC man-day requirements IAW AFI 36-2619, *Military Personnel Appropriation Manday Program*.

2.8.2. Provide supplemental guidance, as needed, to clarify SecAF exercise planning, controlling, executing, and evaluating functions and responsibilities.

2.8.3. Ensure SecAF exercise activities help command and subordinate units achieve and maintain their designed operational capability, and are able to fulfill Operation Plan (OPLAN) taskings and appropriately respond to contingencies, such as natural disasters or terrorist incidents.

2.8.4. Conduct a safety review of the exercise plan.

- 2.8.5. Establish a headquarters-level OPR to implement their SecAF and Joint exercise participation programs, and oversee and monitor the exercise activities of subordinate units.
- 2.8.6. Establish a command interface POC with AF/A3T for overall SecAF and joint exercise planning and coordination
- 2.8.7. Attend SecAF and joint exercise planning conferences, as required and ensure weapon system objectives are included in exercise scenarios.
- 2.8.8. Coordinate SIF, Commercial Ticket Program (CTP), and Port Handling/Inland Transportation (PH/IT) JEP requirements with AF/A3T.
- 2.8.9. Manage allocated CE2 SIF budget.
- 2.8.10. Support ECWG requirements and activities for SecAF and CEP/JEP scheduling.
- 2.8.11. Assist AF/A3T with identifying mission area SecAF exercise shortfalls and advocating for additional exercise opportunities or resources, as appropriate.
- 2.8.12. Coordinate with AF/A3T and Lead MAJCOM (ACC) for updates and maintenance of the MEC for SecAF and joint exercises.
- 2.8.13. Coordinate with SAF/IA and SAF/FM to plan/program/budget infrastructure requirements to enable international participation in exercises.

2.9. MAJCOMs and NGB will:

- 2.9.1. Program, manage, and execute funds for SecAF exercises for which they are OCE.
- 2.9.2. Plan, program, and execute activities for CCDR and other unassigned joint Service forces participating in their respective AF exercises.
- 2.9.3. Provide ARC manday requirements to HAF IAW AFI 36-2619.

2.10. C-MAJCOMs and C-NAFs will:

- 2.10.1. Program, manage and execute funds for both their SecAF and CCDR exercises.
- 2.10.2. Plan, program, and execute activities for SecAF forces participating in their respective CCDR Service component exercises for which they are OCE.
- 2.10.3. Facilitate planning and execution of CE2 funded exercises sponsored by their respective CCDR.
- 2.10.4. Provide ARC manday requirements for all applicable exercise participants to HAF IAW AFI 36-2619.
- 2.10.5. Assist supported commands in the planning and execution of CEP, JEP and NEP exercises.
- 2.10.6. Ensure DRRS reflects readiness assessment garnered from exercise participation.
- 2.10.7. Follow the CE2T2 funding process outlined in CJCS Manual (CJCSM) 3511.01, *Joint Training Resources for the Armed Forces of the United States* (see [Chapter 5](#)).

2.11. MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise program managers will:

- 2.11.1. Follow the JTS methodology to establish requirements as outlined in [Chapter 3](#).

2.11.2. Enter SecAF exercise and JEP/NEP requirements into JTIMS for visibility on exercise demand, joint and SecAF force FRs, and requests for support from resources with limited force structure (i.e., tankers/airlift). Enter unit level details in CPS or other approved schedule management system.

2.11.3. Identify resource and weapon system requirements for the exercises they plan, program, manage and execute.

2.11.4. Identify and coordinate with the appropriate parent C-MAJCOM, C-NAF or NGB to request these resources and weapon systems prior to the ECWG (see [paragraph 2.13](#) below).

2.11.5. Ensure scenarios meet objectives of all weapons systems participating in and/or supporting exercises.

2.11.6. Coordinate with operational training managers to ensure exercise objectives meet deployment spin-up, Ready Aircrew Program (or weapons system equivalent), or other realistic training requirements.

2.11.7. Coordinate on events that require AF participation and, when appropriate, create or change events to meet AF readiness requirements.

2.11.8. Identify OTI requirements needed to develop realistic, relevant, and rigorous Live and Synthetic exercise scenarios.

2.11.9. Adhere to CSAF and AF/A3 guidance on multi-domain, coalition, and joint interoperability training and readiness.

2.11.10. Ensure SecAF and CCMD assigned AF organizations that participate in CEP/JEP/NEP exercises accomplish the following:

2.11.10.1. Fully support exercise planning, execution, and evaluation. Include joint and multi-national partners as required to cover their exercise objectives and to ensure full integration with the exercise.

2.11.10.2. Provide trusted agents, as needed, to design and control the exercise.

2.12. Unit Commanders will:

2.12.1. Ensure the exercises in which they participate contribute to unit readiness and meet the training requirements and standards described in the following:

2.12.1.1. Designed Operational Capability and Service Mission Essential Task List (METL) for all AF forces and associated OPLANs and joint METLs for CCMD assigned forces as specified in DRRS. **(T-2).**

2.12.1.2. Service and CCMD Exercise Plans, Directives and Reporting Instructions. **(T-3).**

2.12.2. Develop and execute training plans to prepare participants for exercises. Exercises are a training program adjunct and provide an opportunity to practice TTPs in a controlled environment. Commanders and exercise participants must determine the live and/or synthetic training they require to properly prepare them for a particular exercise and ensure that training is accomplished before the event. **(T-3).**

2.13. Exercise Coordination Working Group (ECWG).

2.13.1. ACC as Lead MAJCOM (delegable to ACC/A3O) shall chair the ECWG and is responsible to AF/A3 for scheduling and executing the annual exercise guidance. The ECWG shall synchronize the AF exercise requirements planning with the JTS process outlined in [Chapter 3](#).

2.13.2. The ECWG is an action officer (AO)-level working group and shall be attended by all MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise planning, operational training, and scheduling offices (unit funded). See [Attachment 2](#) for the list of attendees. The ECWG is chartered to capture both SecAF and CCDR air component (USAF air, space, and cyberspace) exercise demand, while coordinating and prioritizing exercise enablers and support. The ECWG is not a scheduling entity but rather a body charged with identifying, synchronizing and prioritizing exercise requirements.

2.13.3. ECWG roles and responsibilities.

2.13.3.1. Build the MAJCOM's/C-MAJCOM's, NAF's/C-NAF's and NGB's awareness of the AF exercise enterprise including AF forces' participation in SecAF, and CCDR or joint Service exercises. The ECWG is the forum that allows representatives to identify readiness training gaps and to establish the optimal number of exercises based on available AF force structure. The ECWG also recommends options to consolidate and synchronize resources in order to prevent waste due to exercise overlap or duplication with a goal of eliminating redundancies. Any additions or deletions must be approved in accordance with guidelines established by the ECWG prior to the start of the FY of execution.

2.13.3.2. Oversee Exercise Scheduling and Management. Maintaining an AF Exercise Enterprise schedule is a crucial component of exercise oversight. AF senior leaders and commanders at all levels need a common and easily accessible MEC to aid in training and readiness assessments. The ECWG is the forum for MAJCOMs/C-MAJCOMs, NAF/C-NAF and NGB to codify readiness training requirements and ensure the most accurate data is available to populate the MEC. The MEC uses an automated process to import data from a number of sources to include JTIMS, Consolidated Planning Schedule (CPS) and other MAJCOM scheduling tools.

2.13.3.3. Collate, coordinate, adjudicate and prioritize the participation of AF forces in exercises and prepare the upcoming FY's MEC MOA for coordination. This prioritized list will include "live" exercises as well as "synthetic" events (including participants, and exercise support) executed by Distributed Training Centers (DTC) (i.e., Virtual Test and Training Center, Distributed Mission Operations Center, MAJCOM/NGB DTCs, Warrior Preparation Center, Korea Simulation Center, etc.). The AMC ECWG representative(s) will provide projected airlift and air refueling capacity to support exercises to inform the final prioritized list of exercises.

2.13.3.4. Submit draft MEC MOA to AF/A3T for coordination and signature by MAJCOM/C-MAJCOM, NAF/C-NAF and NGB Deputy Commanders (CD) and inclusion in the Operations General Officer Steering Group (Ops GOSG), or other appropriate venue, for AF/A3's formal approval and signature.

2.13.3.5. While the ECWG will make recommendations based on asset availability and readiness requirements, the authority to prioritize exercise participation remains with the MAJCOM/C-MAJCOM, NAF/C-NAF and NGB commanders for their respective assigned and unassigned/Service retained forces.

2.13.4. The ECWG will:

2.13.4.1. Query JTIMS, CPS and other schedule management tools for the USAF exercise demand requirements and assess resource availability.

2.13.4.2. Coordinate SecAF forces' participation in CEP/JEP/NEP, CCDR and SecAF exercises as defined in [paragraphs 1.2.1](#) and [1.2.2](#). Reference [Attachment 2](#) for additional guidance.

2.13.4.3. Balance exercise participation based on AF forces' readiness requirements and CCDR and AF CSP mission training and preparation.

2.13.4.4. Look holistically at the various live and synthetic exercise requirements, assess ability to source, and make recommendations to combine or link exercises to meet readiness requirements while not over-stressing warfighting units.

2.13.4.5. Identify exercises best suited to incorporate joint, multi-national, and multi-domain interoperability training.

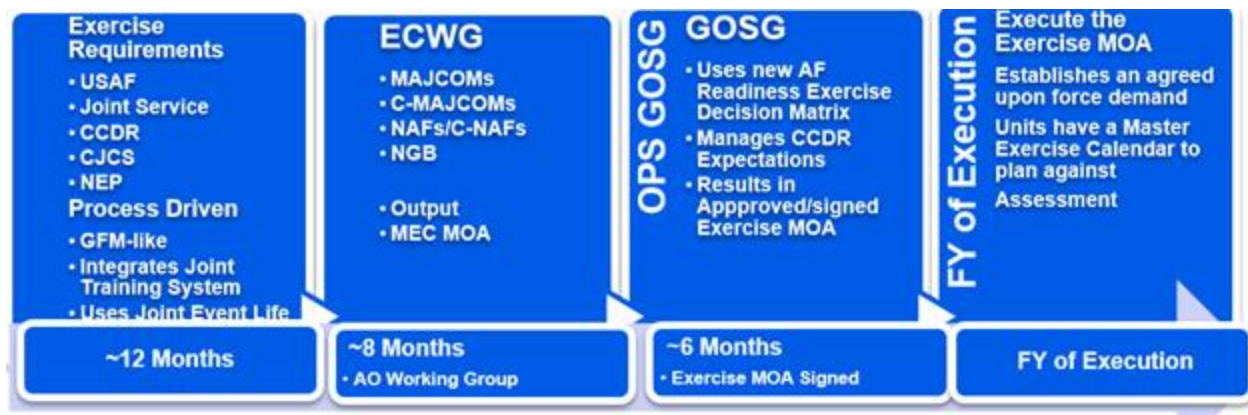
2.13.4.6. Assess requests for AF forces to augment sister Service exercises, and nominate units as required based on readiness training requirements.

2.13.4.7. Validate the Master Exercise Calendar (MEC). The MEC is an enterprise approach to operational training information management. It provides a single source view of assigned and unassigned AF forces participation in SecAF, CCDR and CEP/JEP/NEP exercises. To aid the ECWG, the MEC will automatically populate exercise information from JTIMS, CPS and other MAJCOM scheduling tools. The ECWG's review and refinement of the MEC allows all MAJCOMs/C-MAJCOMS, NAFs/C-NAFs and NGB to have a common picture of the AF exercise enterprise to synchronize events and prioritize resources.

2.13.4.8. Create a draft MEC MOA for the upcoming FY's AF exercise enterprise; coordinate the MEC MOA with AF/A3T for inclusion in the Ops GOSG or other approval forum as required.

2.13.5. The ECWG chair will establish the timing of events and deliverables based on synchronization with MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise build timelines. [Figure 2.1](#) provides a temporal view of the ECWG inputs, outputs, and approval process.

Figure 2.1. Exercise Coordination Working Group.



Chapter 3

EXERCISE LIFE CYCLE PROCESS OVERVIEW

3.1. Joint Event Life Cycle (JELC). To standardize the life cycle of the AF exercise enterprise, exercise program managers at all echelons should design exercises from the planned requirements and assess exercise results using those same requirements. Exercise planners shall utilize CJCSM 3500.03E, and reference the JELC as a model for managing AF exercises. **(T-2).** The programming cycle of AF exercises should take 12-18 months from the design stage to the evaluation, analysis and reports stage. The ECWG's process should also reflect the JELC's methodology and timeline.

Figure 3.1. JTS Four Phase Process and the Joint Event Life Cycle.



3.1.1. Use the most current CJCSM 3500.03E processes as a model to the maximum extent possible. AF exercises are part of the JTS as Tier 3 events. The tiers outlined in CJCSM 3500.03E do not reflect the relative importance of an exercise, rather the level of effort required to plan and execute within the Joint training program. Therefore, Tier 3 does not denote third priority since AF exercises fulfill SecAF mandate for training which would make it first priority from a USAF Service readiness perspective. Matching the joint processes is not intended to prioritize joint training or joint training events; rather, it simply provides a common language across the military for the purpose of synergy in planning, executing and assessing training events.

3.1.2. Tailor exercise reporting instructions to meet exercise requirements. These might include specialized personal equipment for the purposes of exercise objectives, country requirements IAW the Foreign Clearance Guide, additional security requirements, or other information or instructions for the purpose of executing the exercise. The reporting instructions should not be an attempt to match deployment requirements as they are most likely outside of the realm of the exercise and not required for participation.

3.1.2.1. Exercise reporting instructions and/or Exercise Directive (EXDIR) should be posted on the AF Reporting Instruction Tool (AFRIT) located at the following web address: <https://aefonline.afpc.randolph.af.mil/AFRIT/Afrit.aspx>.

3.2. Exercise Requirements. To aid in initial requirements assessment, reference and use the Joint Planning Process (JPP) found in JP 5-0, *Joint Planning*. JPP begins when an appropriate authority recognizes potential for military capability to be employed in response to a potential or actual crisis. Exercise planners may tailor the 7-step process for their use; however, the following steps cover the majority of items necessary to develop exercise requirements: Step 1 - Planning Initiation, Step 2 - Mission Analysis, and Step 7 - Plan or Order Development (i.e., EXDIR).

3.2.1. Exercise Directives (EXDIR). EXDIRs should typically follow the standard Joint Exercise Directive format found in CJCSM 3500.03E. When appropriate, participating AF organizations (HAF, MAJCOM, etc.) will assist the exercise sponsor with EXDIR development. Depending on exercise complexity, duration and level of participation, AF organizations may, at their discretion, create an organizational EXDIR to clarify exercise requirements and responsibilities during the exercise requirements development.

3.2.2. A number of resources are available for MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise planners to reference to ensure events are realistic, relevant and meet unit readiness and/or CCDR mission requirements.

3.2.2.1. Joint Mission Essential Task List (JMETL). Reference JMETLs to exercise CCDR METs that also match USAF core functions.

3.2.2.2. Chairman of the Joint Chiefs of Staff Notice (CJCSN) 3500.01, *Chairman's Joint Training Guidance*. Reference the latest guidance for essential characteristics and required Joint training elements and JTIMS for high-interest training requirements that can be incorporated into exercises.

3.2.2.3. Reference AF/A3's exercise guidance per [paragraph 2.3.1](#)

3.2.2.4. Review DRRS for readiness requirements and gaps to help inform exercise requirements, objectives, and joint, multi-national, and multi-domain participants.

3.2.2.5. Review operational, logistical, support, and force protection requirements, applicable plans, After Action Reports (AAR), L2 databases, corrective action reports, observation reports, and guidance from higher headquarters to determine appropriate venue, exercise objectives, and to ensure the exercise design supports desired objectives.

3.2.3. Master Scenario Event List (MSEL). The MSEL is a chronological database in JTIMS of planned events and expected player actions that exercise controllers use to manage and guide the exercise to achieve exercise objectives. MSEL development and/or synchronization conferences allow exercise planners to oversee scenario development and execution coordination. Exercise planners will only release the MSEL to trusted agents and cannot release to exercise participants. **(T-2).** MSELs should stress exercise participants to perform complex wartime missions. Exercises provide commanders an opportunity to assess the ability of their units to perform their missions under "no-fault" conditions. Exercise participants should have the "freedom to fail" within the bounds of safe operations and the need to meet exercise objectives.

3.2.4. To articulate exercise requirements, exercise planners should send appropriate representatives to the ECWG (unit funded) or provide applicable HHQ representative details on exercise requirements and additional MAJCOM or weapons system participation to enhance multi-domain and multi-functional interoperability training.

3.3. Exercise Planning and Sourcing. During the planning cycle, each MAJCOM/C-MAJCOM, NAF/C-NAF or NGB will request sourcing for their respective exercises. As noted in [paragraph 2.13.3.1](#), the ECWG serves as a forum for exercise planners to advocate for support, prioritize requirements, and maximize the use of the USAF force structure. The NGB may establish events for ANG unit readiness; however, any exercise that requires SecAF forces or CCMD assigned AF forces must be coordinated with the ECWG.

3.3.1. C-MAJCOMs and C-NAFs primarily source their CCDR exercises from their parent CCDR's assigned forces and/or allocated forces first. C-MAJCOMs and C-NAFs coordinate with AFPC/DP2 for unassigned/Service retained volunteers from other MAJCOMs and NGB as outlined in AFI 10-401, *Air Force Operations Planning and Execution*. C-MAJCOMs and C-NAFs shall not solicit support directly with SecAF forces or ANG units below MAJCOM level without receiving coordination authority from that unit's parent MAJCOM or NGB.

3.3.2. MAJCOMs source for their AF exercises from their respective SecAF units first. MAJCOMs shall coordinate with other MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB for assigned and/or allocated volunteers. MAJCOMs shall not solicit support directly with C-MAJCOMs and C-NAFs assigned and/or allocated or ANG units below MAJCOM level without receiving coordination authority from that unit's parent C-MAJCOM, C-NAF or NGB.

3.3.3. Multi-domain and multi-functional exercises require a number of support, enabler and force multiplier resources to include, but not limited to: Space and Cyberspace forces, ISR, tactical and operational C2, electronic warfare, and a host of joint and multi-national capabilities. Since many of these resources are considered low density/high demand (LD/HD), early sourcing requests and engagement with the ECWG is critical to secure these assets. ISR platforms execute their mission using distributed forces with a combination of aircraft, crew and distributed common ground system or other reach-back mission crew. Therefore, when soliciting support for ISR platforms, exercise planners should request not only the individual platforms, but also the distributed force's support accordingly. Forces flying the ISR platform shall not commit distributed forces support or vice versa without coordinating with their parent MAJCOM. (T-2).

3.3.4. Sourcing should be modeled after the Global Force Management (GFM) process outlined in CJCSM 3130.06B, *Global Force Management Allocation Policies and Procedures* and JP 3-35, *Deployment and Redeployment Operations*. Use of these processes as a model does not infer actual authorities are being exercised. The purpose, rather, is to use established processes for accountability, transportation, and logistics. This AFI gives commanders providing forces and/or exercise planners the option to exercise some, part, or all of the deployment or redeployment processes found in JP 3-35. Joint Operational Planning and Execution System (JOPES) is an integrated joint command and control system used to support military operation monitoring, planning, and execution activities.

3.3.4.1. When required, a Deployment Requirements Manning Document (DRMD) shall be entered into Deliberate and Crisis Action Planning and Execution Segments (DCAPES) no later than 30 days prior to the start of exercise (STARTEX). DCAPES is a sourcing and management tool for AF forces and is the apparatus by which AF force movements occur. DCAPES taskings for SecAF forces must be properly coordinated and supported

by the appropriate authority IAW AFI 10-401 and AFI 10-403, *Deployment Planning and Execution*. Per [Paragraph 2.13.3.2](#) above, the ECWG will review, assess and prioritize these taskings to support SecAF, JEP, CEP, NEP events before officially tasked in DCAPEs to ensure force availability.

3.3.4.2. ANG forces will use DCAPEs when required for OCONUS or OCONUS CCMD exercises when Contingency, Exercise and Deployment (CED) orders are required. For CONUS or any other Title 32 NGB exercise, DCAPEs is not required for ANG force participation

3.3.5. A Time-Phased Force and Deployment Data (TPFDD) is required for JEP/CEP events per CJCSM 3122.02C, *Joint Operation Planning and Execution System (JOPES) Vol III*, for accountability, transportation and logistics. **(T-0)**. The resulting exercise TPFDD and CED orders are then used to manage funding and transportation. All funding and transportation using HQ AFRC RPA funding will be obligated and managed on the AF Form 938 using AROWS-R and voucher processing under the Defense Travel system (DTS)/Reserve Travel System (RTS). A statement will be typed on the CED noting, "Funding is provided on the AF Form 938." Although CED orders are required any time a TPFDD is generated and placed in execution, this stipulation does not prevent a unit commander from proceeding under DTS authorization or verbal orders of commanding officer (VOCO) and ensuring the completion of the CED orders after the fact. SecAF exercises that support a CCMD OPLAN and Operation Order (OPORD) may be required to be entered into JOPES for funding/validation by the supported CCMD and USTRANSCOM. MAJCOMS will serve as the decision authority as to whether a specific SecAF or CCMD Service component exercise will be entered in JOPES for TPFDD generation and use. When CED orders are not required, exercise participants may travel via DTS authorization.

3.3.6. CCMD, Service component, and joint exercise planners and/or the exercise execution authority shall submit an FR via JTIMS per CJCSM 3130.06B. An exercise execution authority is anyone within the CCMD, Service component, joint force, or military department with the authority to validate and obligate funds for the exercise requesting forces. FR validation is accomplished by the exercise planners and/or exercise execution authority through the JOPES process by having the Service component and/or CCMD validate the TPFDD. Last minute additions to the DRMD may be validated by the exercise planners and/or an exercise execution authority via memo, e-mail, or as a last resort, verbally. All last-minute additions shall be added to the TPFDD as soon as possible but not later than 10 working days after FR validation or STARTEX, whichever is later.

3.3.7. **Synthetic and Blended Exercises.** Exercises conducted in the synthetic or blended operational training environment require extensive network setup and testing that may require considerable time. In addition, networks will require an Authority to Operate (ATO) at the appropriate classification level.

3.3.8. **Status of Forces Agreement (SOFA) for Combined Exercises.** Whenever AF forces participate with foreign countries in any combined exercise, the United States may have a SOFA or similar arrangement with all participating countries to cover the protection of US forces while deployed for the exercise. If a SOFA does not exist, the Foreign Clearance Guide specifies what laws/agreements US forces are subject to while in the host country. To help clarify the status of exercise participants, an Exercise Support Agreement, MOU, MOA or

similar agreement should be negotiated and concluded with host nations in advance of the exercise in accordance with DoDD 5530.3, *International Agreements*, AFI 51-701, *Negotiating, Concluding, Reporting, and Maintaining International Agreements*, and AF Joint Instruction (AFJI) 51-706, *Status of Forces Policies, Procedures, and Information*. If in doubt as to the existence of such an agreement with regard to a particular country or for assistance in preparing an agreement, contact Secretary of the Air Force, Office of the General Counsel, Deputy General Counsel for Intelligence, International & Military Affairs (SAF/GCI) or Headquarters Air Force, Office of the Judge Advocate General, Operations and International Law (AF/JAO). These Directorates can provide details about existing agreements concluded by HAF organizations and MAJCOMs/DRUs/FOAs within their agreement repositories. If a new agreement is required, contact AF/JAO about drafting an agreement within their realm of responsibility.

3.3.9. War Reserve Materiel (WRM). WRM may be used to provide Indirect Mission Support for CJCS and AF exercises with proper approval/authorization and funding, as outlined in AFI 25-101, *Air Force War Reserve Materiel (WRM) Policies and Guidance*. Commanders and Inspectors will not use WRM assets for exercises without appropriate release authority. **(T-1).**

3.3.10. Environmental Compliance. MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise managers will ensure exercises conducted in the United States, its territories, and possessions comply with applicable Federal, State, interstate, and local environmental requirements. **(T-0).** AF exercise planners will ensure compliance with AFPD 32-70, *Environmental Considerations in Air Force Programs and Activities* and Title 32, Code of Federal Regulations, Part 989, (32 CFR Part 989), *Environmental Impact Analysis Process (EIAP)* for all AF-conducted exercises. **(T-0)** Exercise Planners will ensure exercises conducted at DoD installations in foreign countries comply with AFI 32-7001, *Environmental Management*. **(T-1).**

3.3.11. Orders for Individual and Unit Exercise Participation.

3.3.11.1. If a unit commander authorizes/issues a DTS authorization, written or VOCO, the force requirement and funds must be validated by the CCMD, Service component, joint, or military department exercise planners and/or the exercise execution authority. Commanders should also ensure applicable exercise funds have been obligated by the appropriate MAJCOM/C-MAJCOM, NAF/C-NAF or NGB for their unit's participation. **(T-2).** If the force requirement is not validated and/or funds not authorized, the unit approving the authorization shall be liable for the TDY costs without reimbursement.

3.3.11.2. If the TPFDD is locked and cannot be opened before STARTEX and there is a CCMD, Service component, or joint force validated force requirement, unit commanders may send forces on DTS authorization. The exercise managers should then input the individual into the TPFDD for accountability after the fact. The force coordinator, typically ACC/A3O for SecAF forces or C-MAJCOM/C-NAF for assigned/allocated forces, shall be notified of any last minute changes in order to appropriately cross-org the individual DTS authorization. Cross-organization of the DTS authorization is required for funding

accountability/obligation and mitigates unit commanders from being liable for TDY costs without reimbursement. This course of action shall be for last minute, mission essential additions to the DRMD and shall not be used as a work around for failing to plan appropriately. (T-2). Force requirement and funding validation stipulations still apply.

3.3.11.3. CED orders should be the primary orders method for CCDR/CJCS exercise participation, however, DTS authorizations may be issued in extenuating circumstances or for late/emerging requirements.

3.3.12. Exercise DCAPES taskings and CED Orders. CED orders are required for contingencies and CJCS exercises. (T-0). The MAJCOM exercise planner may decide to utilize CED orders for SecAF or C-MAJCOM/C-NAF sponsored CCMD Service component exercises on a case-by-case basis. Refer to AFI 36-3802, *Force Support Readiness Programs* and AFI 65-103, *Temporary Duty Orders*, for further guidance.

3.3.12.1. DCAPES is the system principally used for SecDef ordered deploying forces which often creates ambiguity with taskings for non-SDOB directed exercises. Unit commanders and deployment managers should determine if DCAPES taskings are operational, ordered, or merely a request for volunteers.

3.3.12.2. In general, taskings for SecAF forces to participate in CCDR exercises are voluntary unless listed in the GFMAP as a modification which is then authorized by SecDef in the SDOB. It is up to the unit commander, unit deployment manager or Logistics Readiness Squadron subject matter expert to determine if the DCAPES tasking is voluntary or compulsory.

3.3.12.3. Certain exercises, though rare, are ordered by the SecDef for unassigned/Service retained forces to participate with CCDR assigned forces and require full GFM allocation for the length of the exercise. During such exercises, forces are allocated to a CCDR and OPCON and TACON authority is exercised over those forces. IAW JP 1, "The command relationship the gaining commander will exercise (and the losing commander will relinquish) will be specified by SecDef." During such SecDef ordered exercises, CED orders are legal orders from SecDef. These types of taskings are compulsory.

3.3.12.4. Unit commanders should assess whether or not to participate in an exercise based on unit readiness and shall elevate non-participation requests through their chain of command to their parent MAJCOM/C-MAJCOM and NAF/C-NAF for coordination. (T-2). A decision to participate in a CCDR or Service component exercise that reduces or does not enhance unit readiness should be made only in specific circumstances. These circumstances include CCMD assigned forces meeting priority CCDR objectives such as building partnership capacity to secure access, basing and overflight, and multi-national interoperability training to maintain readiness for regional contingencies.

3.4. Exercise Execution. The formal execution phase begins with deployment of exercise participants and continues until end of exercise (ENDEX).

3.4.1. Communication and Testing for Exercise Execution. Communication setup and testing are important exercise preparation steps prior to the start of execution and should include validation of all certifications, accreditations, and ATO. End-to-end communications checks, and systems interoperability verification are critical to ensure connectivity for all live and synthetic exercise entities.

3.4.2. OTI Requirements. Exercises require most, if not all, of the elements of OTI that must be coordinated, scheduled, and optimized for realistic and relevant operational training. The elements of OTI include: training systems/simulators, ranges, airspace, aggressors, threat generators, embedded training capability, pods/instrumentation, secure networks, and enterprise support.

3.4.3. Exercise Participant Materials. One of the goals of the exercise program is to practice, validate, and reinforce established systems, processes and TTPs. To help support this goal, whenever possible, exercise information should be communicated using established systems and procedures. Exercise-specific participant materials should only be created when normal communication tools or TTPs do not exist to provide required exercise information. Exercise participant material should not include trusted agent information or divulge any event information before the scheduled time of the event.

3.4.4. Exercise Control. Exercise execution is managed by controllers who are knowledgeable in the timing and content of exercise events. Controllers manage the direction, pace, and intensity of exercise play in accordance with the exercise control plan established by the exercise sponsoring organization. AF planners should determine the number and location of control elements and the exercise control procedures needed to provide overall exercise management and support the accomplishment of AF objectives. Planners should prepare and provide exercise controllers the support materials needed to manage exercise execution. When required, a Joint Exercise Control Group (JECG) will oversee and manage the exercise activity of participants. The JECG will not include exercise players, will be tailored to support the size and scope of the exercise, and meet the exercise needs of participating AF organizations.

3.4.5. JECG Cell. Since all organizations do not participate in every exercise, JECG, or “White Cell,” personnel will replicate the actions or inputs of non-participating organizations that are needed to keep exercise activities on track. JECG personnel will not be exercise players but will be trusted agents. JECG personnel may also perform controller functions as required.

3.4.6. Trusted Agents. Trusted agents are subject matter experts who are given advance knowledge of exercise scenario details for the purpose of assisting with all phases of the exercise from requirements development to execution.

3.4.6.1. To maintain the integrity of exercise information, organizations should limit the number of trusted agents to the absolute minimum required to support proper planning.

3.4.6.2. To maintain exercise planning continuity, trusted agents should be capable of serving from the start of exercise planning through execution.

3.4.6.3. Trusted agents should not be principal players during exercise execution since advance knowledge of exercise events can significantly decrease the benefit players receive from an exercise.

3.4.6.4. As a minimum, trusted agent information is Need-to-Know/Controlled Unclassified Information, and should remain close-hold within the exercise planning community. Exercise information should not be released outside the planning community without the approval of the primary planning staff of the sponsoring organization for an exercise.

3.4.6.5. Trusted agents from participating AF organizations will review the MSEL and ensure planned events support AF objectives. **(T-3).**

3.4.7. **Observers.** Observers are a vital link in the exercise process. They ensure exercise objectives are met, provide on-the-spot instruction and capture L2 and/or best practices for the after-action report and inclusion in the JLLIS. They can also recommend and coordinate event changes when required during exercise execution. All observers, to include AF, joint and coalition/multi-national partners, shall have appropriate security clearance and need to know before being authorized to participate in an exercise. **(T-1).**

3.4.8. **Exercise Reporting.** Exercises provide an opportunity to practice procedures and evaluate their effectiveness. All exercise participants, to include observers and controllers, should note strengths and weaknesses encountered in any area during exercise planning or execution and identify these using the prescribed L2 and after actions processes.

3.5. Exercise Assessment. The assessment phase is a critical part of the exercise process and enables participants to evaluate and assess exercise actions, propose changes, and share this information with other stakeholders. Identifying L2 and completing AARs are key elements of this phase.

3.5.1. **AARs.** Participating AF organizations should develop an AAR that summarizes exercise activities, evaluates actions, identifies strengths and weaknesses, and makes recommendations.

3.5.2. Participating AF organizations will follow the guidance in AFI 90-1601, *Air Force Lessons Learned Program*, for posting and forwarding AARs. **(T-3).**

3.5.3. Commanders at all levels will ensure exercise readiness outcomes are accurately reflected in DRRS. **(T-3)**

3.5.4. MAJCOMs/C-MAJCOMs, NAFs/C-NAFs, NGB and the ECWG will review DRRS exercise readiness assessments, OTI metrics, performance-based measures, L2 and AARs to inform the next FY's exercise priorities and MEC MOA.

3.5.5. **Lessons Learned (L2).** The Air Force Office of Lessons Learned (LeMay Center) is the OPR for the Air Force Lessons Learned Process. JLLIS (www.jllis.mil/USAF) is the AF system of record for the management of all Air Force observations, L2, and AARs.

Chapter 4

AF EXERCISE PARTICIPATION GUIDELINES

4.1. CEP/JEP Exercises.

4.1.1. **Concept.** Exercises should embody a “train the way we fight” philosophy and should exercise actual command relationships as much as possible. Exercises should provide opportunities to assess real-world capabilities consistent with safety, security, and the exercise objectives. When appropriate, exercises should also incorporate other requirements, such as logistics, support, force protection, and the ability to operate in a degraded/contaminated environment, including chemical, biological, radiological, and nuclear (CBRN) environments. Whenever possible, exercises should seek to employ and evaluate current or proposed plans, policies, procedures, processes, and doctrine.

4.1.2. Per CJCSI 3500.01H, units will record assessments for CE2 exercise in JTIMS. **(T-0).** The Inspector General and inspecting organizations will only officially grade inspected units during exercises, provided graded events are clearly identified to all exercise participants. **(T-0).**

4.1.3. To take advantage of the synergy that exists when exercises require similar skill sets and have common venues, scenarios, and objectives, MAJCOMs/C-MAJCOMs, NAFs/C-NAFs, and NGB should consider linking their sponsored exercises with CJCS, CCDR or Service exercises whenever possible. The ECWG should look for these opportunities to link exercises in an effort to maximize Joint training opportunities with finite resources.

4.1.4. **Scheduling.** Participating in CEP and JEP exercises and also supporting AF-conducted exercises places considerable stress on AF units and often strains available assets. Unit commanders shall reference DRRS to determine their ability to support all exercise requirements as they develop their exercise schedules and make exercise commitments. **(T-3).**

4.2. NEP Exercises.

4.2.1. The NEP is managed by the Department of Homeland Security and provides a framework for prioritizing and focusing federal exercise activities.

4.2.1.1. The Air Force, as a DoD Component, will support the NEP in accordance with DoD Instruction (DoDI) 3020.47, *DoD Participation in the National Exercise Program (NEP)*. **(T-0).**

4.2.1.2. **National Exercise Program Capstone Event (NEPCE).** The NEPCE is the single biennial operations-based NEP exercise and requires the participation of all appropriate department and agency principals.

4.2.1.3. The CJCS serves as the DoD POC to the NEP and orchestrates overall DoD NEP execution.

4.2.2. Joint National Training Capability accredited Service and U.S. Special Operations Command (USSOCOM) events are included in the Training Transformation portion of CE2T2 program.

4.3. Nuclear Exercises.

4.3.1. MAJCOM/CCs are responsible to ensure MAJCOM nuclear exercises are conducted properly IAW AFI 13-550, *Air Force Nuclear Command, Control, and Communications (NC3)*. MAJCOM/CCs are the waiver approval authority, unless delegated to the deputy commander (CD), for movement/cancellation of scheduled nuclear exercises which are MAJCOM directed.

4.3.2. NAF/CCs are responsible to ensure NAF nuclear exercises are conducted properly IAW AFI 13-550. NAF/CCs are the waiver approval authority, unless delegated to the Deputy NAF/CC, for movement/cancellation of scheduled nuclear exercises which are MAJCOM directed or higher.

Chapter 5

EXERCISE FUNDING

5.1. General Information. MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB fund the respective exercises they program, manage, and execute.

5.1.1. As noted in [Chapter 2](#), MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB exercise program managers shall sync their funding process timelines with the CE2T2 funding process timelines outlined in CJCSM 3511.01. The intent is to base funding decisions educated by outputs from the JTS Four Phase Process and sync up with the Joint Training Planning Cycle.

5.1.2. The primary sourcing for Joint training is the CE2T2 program. As such, the CE2T2 account funds AF participation in JEP exercises. The CE2 account is programmed and managed by the JS J-7 with oversight by the Office of the Under Secretary of Defense for Personnel & Readiness (OUSD (P&R)).

5.1.3. Exercise funding and programming actions occur within the DoD Planning, Programming, Budgeting, and Execution (PPBE) process.

5.1.4. In addition to AF PPBE policy and guidance, AF organizations will comply with the JEP provisions in CJCSM 3511.01 and published CE2T2 Program Goals & Objectives.

5.2. CE2T2 Program Account.

5.2.1. The CE2T2 account provides funds for the following types of exercise activities:

5.2.1.1. **Incremental Expenses.** CE2T2 provides SIF to pay for the incremental Operations and Maintenance (O&M) activities incurred solely for, or as a direct result of, planning for or taking part in a CE2-funded exercise. Information on use of SIF and valid incremental activities is outlined in CJCSM 3511.01.

5.2.1.2. **Transportation.** The CE2 Joint Exercise Transportation Program (JETP) includes funding for airlift, sealift, Port Handling (PH), Inland Transportation (IT), and the Commercial Ticket Program (CTP). Active Component, AFR and ANG forces can receive CE2 JETP funds. Follow direction and guidance in CJCSM 3511.01 for use of JETP and PH, IT and CTP funding.

5.2.2. AF/A3TI is responsible for managing the disbursement of CE2 funds associated with AF participation in JEP exercises.

5.2.2.1. Funding for JEP exercises is based on requirements identified in JTIMS. Exercise sponsors and planners should ensure the accurate and timely entry of required JTIMS data. In conjunction with the descriptions in paragraph 2.14.1.1, funding may be denied if the requirements are not entered and processed through JTIMS.

5.2.2.2. AF/A3T will use Emergency and Special Program (ESP) codes to track CE2 expenditures by exercise. To facilitate exercise expenditure accounting, AF organizations will ensure that all exercise fund cites contain the proper ESP code. **(T-1)**.

5.3. CE2 Funds Management.

5.3.1. PH/IT Funds.

5.3.1.1. MAJCOMs/C-MAJCOMs, NAF/C-NAFs, and NGB will manage the obligation and distribution of PH/IT funds. **(T-1).**

5.3.1.2. **Transportation Account Codes (TAC).** MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB should use TACs to fund PH/IT requirements whenever possible. When a TAC is not viable, MAJCOMs/C-MAJCOMs and NAFs/C-NAFs will receive PH/IT funding per [paragraph 5.2.1.2.](#) **(T-1).**

5.3.1.3. JS J-7 Program Management Activities (PMA) distributes PH/IT funds in accordance with CCMD Spend Plans. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs are still responsible for getting funds to the appropriate units and for tracking PH/IT obligations by exercise name and ESP code.

5.3.2. CTP Funds.

5.3.2.1. MAJCOMs/C-MAJCOMs manage the obligation and distribution of CTP funds.

5.3.2.2. **Funding Request.** MAJCOMs/C-MAJCOMs and NAFs/C-NAFs need to submit their CTP requests in accordance with JS J-7 Joint Exercise Transportation Program, *Commercial Ticket Program Implementation Guidance*. JS J-7 processes CTP requests and distributes CTP funds in accordance with JS J-7 Joint Exercise Transportation Program, *Commercial Ticket Program Implementation Guidance*.

5.3.3. SIF Funds.

5.3.3.1. AF/A3TI oversees the distribution of SIF funds and MAJCOMs/C-MAJCOMs manage the obligation of SIF funds.

5.3.3.2. **Funding Request.** MAJCOMs/C-MAJCOMs will follow SIF Business Rules. **(T-1)**

5.3.4. CE2 funds are authorized to support specific approved exercise expenses and may not be redirected to fund any other activities. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs must track PH/IT, CTP, and SIF obligations separately. **(T-1).**

5.4. Exercise Funding Process

5.4.1. JEP exercises.

5.4.1.1. AF/A3T is the AF OPR for managing CE2-supplied funding.

5.4.1.2. All AF organizations will comply with CJCS exercise funding guidance in AFI 65-601, Vol 1, *Budget Guidance and Procedures*. **(T-1).**

5.4.2. **Non-JEP exercises.** AF organizations conducting unilateral or other Joint exercises not within the approved JEP fund these exercises from their own O&M accounts. For AF-conducted non-JEP exercises, the MAJCOM or AF organization sponsoring an exercise is generally responsible for funding the exercise.

5.4.3. **Combined exercises.** Combined exercises should have a written arrangement with the foreign participant(s) that includes the scope of the exercise, status of U.S. personnel ([paragraph 3.3.8](#)), and funding procedures, as appropriate. Any U.S. training, supplies, or other services provided to participating countries should be provided pursuant to the relevant legal authority, such as a Foreign Military Sales (FMS) case or cross-servicing agreement under Acquisition and Cross-Servicing Agreement (ACSA) authority.

5.5. HAF PPBE Process for Service Incremental Funding (SIF).

5.5.1. During the Program Objective Memorandum (POM) development process, MAJCOMs/C-MAJCOMs and NAFs/C-NAFs submit their Future Years Defense Plan (FYDP) SIF requirements for JEP exercises to AF/A3T.

5.5.1.1. AF/A3TI consolidates AF requirements and submits the AF SIF request to JS J-7.

5.5.1.2. JS J-7 incorporates AF SIF requirements into the overall DoD-wide CE2 request as part of the President's Budget (PB).

5.5.2. The Department of Defense Appropriations Act establishes the amount of CE2 funds that are appropriated for the upcoming execution year. Once Congress enacts, and the President signs, the annual DoD Appropriations Act, funds are available for execution. If the annual DoD Appropriations Act is not signed before the beginning of the execution year, Congress may provide funding under a continuing resolution.

5.5.3. JS J-7 determines AF SIF funding for the current execution year and publishes this information as part of the CE2 Program Execution Plan (PEP). Once the AF SIF allocation is known, AF/A3TI will provide execution year fiscal guidance to AF MAJCOMs/C-MAJCOMs and NAFs/C-NAFs.

5.5.3.1. If a MAJCOM/C-MAJCOM, NAF/C-NAF and NGB encounters an unanticipated SIF requirement during the current fiscal year, notify AF/A3TI of the requirement. The notification should include sufficient explanation to justify a request for additional funds. If AF/A3TI cannot fund the requirement from existing AF SIF resources, when deemed appropriate, they will submit an unfunded requirement to the JS for additional funds from the CE2 Program.

5.5.3.2. AF/A3TI will only authorize AF SIF to fund valid JEP exercise activities. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs should notify AF/A3TI when they have excess SIF funds. Ultimately, SIF funds not needed to support AF requirements revert back to JS J-7 control for reallocation against other CE2 program requirements.

5.6. Tracking and Reporting.

5.6.1. PH/IT and CTP funds are distributed per the procedures in [paragraphs 5.3.1.3](#) and [5.3.2.2](#) respectively. SIF funds are distributed per AF/A3TI-issued fiscal guidance. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs will track all JEP expenditures using assigned ESP codes. Questions concerning the use of ESP codes should be addressed to AF/A3TI.

5.6.2. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs will submit monthly SIF obligation reports to AF/A3TI by the third working day of the following month. AF/A3TI will submit a consolidated obligation report to JS J-7 within the first week of the month following the report month.

5.7. Funding and Operations for Aerial Refueling of Foreign Aircraft and use of Foreign Tankers during Combined Exercises.

5.7.1. AF tankers flying aerial refueling missions to exclusively support AF aircraft during combined exercises can also refuel foreign aircraft on the same mission IAW AFI 16-115, *Managing International Participation in Flying Exercises*, and AFI 25-301, *Acquisition and Cross-Servicing Agreements*, if an ACSA exists. Foreign governments are billed for off-loaded fuel if the refueling occurs during the scheduled exercise period. If the refueling mission occurs outside the scheduled exercise period, the foreign government may be billed for the extended flying hours. This provision only applies to planned combined exercises and not daily training or FMS refueling requests from foreign partners.

5.7.2. International receiver pilots and commercial and international tanker crews participating in aerial refueling operations during exercise missions involving AF tankers or receivers must be qualified in and use AF aerial refueling terminology and procedures as specified in North Atlantic Treaty Organization (NATO) Allied Tactical Publication (ATP)-56(B), *Air-to-Air Refueling* ([http://www.japcc.org/wp-content/uploads/ATP-3.3.4.2 Ed C Ver 1 Air-to-Air Refuelling.pdf](http://www.japcc.org/wp-content/uploads/ATP-3.3.4.2_Ed_C_Ver_1_Air-to-Air_Refuelling.pdf)).

MARK D. KELLY, Lt Gen, USAF
Deputy Chief of Staff for Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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Abbreviations and Acronyms

AAR—After-Action Report

ACC—Air Combat Command

ACSA—Acquisition and Cross-Servicing Agreement

ADCON—Administrative Control

AF—Air Force

AFAMS—Air Force Agency for Modeling and Simulation

AFCENT—Air Forces Central

AFGSC—Air Force Global Strike Command

AFI—Air Force Instruction

AFJI—Air Force Joint Instruction

AFMC—Air Force Materiel Command

AFNORTH—Air Forces Northern

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command
AFRIT—AF Reporting Instruction Tool
AFSOC—Air Force Special Operations Command
AFSOUTH—Air Forces Southern
AFSPC—Air Force Space Command
ALSA—Air Land Sea Application Center
AMC—Air Mobility Command
ANG—Air National Guard
AO—Action Officer
AOR—Area of Responsibility
ARC—Air Reserve Component
AROWS-R—Air Force Reserve Orders Writing System-Reserve
ATO—Authority to Operate
ATP—Allied Tactical Publication
BP—Building Partnership
C2—Command and Control
CBRN—Chemical, Biological, Radiological, and Nuclear
CCDR—Combatant Commander
CCMD—Combatant Command
CCW—Command and Control Wing
CD—Deputy Commander
CE2—Combatant Commander Exercise Engagement
CE2T2—Combatant Commanders Exercise Engagement Training Transformation
CED—Contingency, Exercise, Deployment
CEP—Chairman’s Exercise Program
CJCS—Chairman of the Joint Chiefs of Staff
CJCSI—Chairman of the Joint Chiefs of Staff Instruction
CJCSM—Chairman of the Joint Chiefs of Staff Manual
CJCSN—Chairman of the Joint Chiefs of Staff Notice
C-MAJCOM—Component MAJCOM
C-NAF—Component Numbered Air Force
COMAFFOR—Commander, Air Force Forces

COCOM—Combatant Command (authority)
CPS—Consolidated Planning Schedule
CSAF—Chief of Staff of the Air Force
CSP—Campaign Support Plan
CTP—Commercial Ticket Program
DCAPES—Deliberate and Crisis Action Planning and Execution Segments
DEPORD—Deployment Order
DoD—Department of Defense
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DRMD—Deployment Requirements Manning Document
DRRS—Defense Readiness Reporting System
DSCA—Defense Support of Civilian Authorities
DTC—Distributed Training Center
DTS—Defense Travel System
ECWG—Exercise Coordination Working Group
EIAP—Environmental Impact Analysis Process
ENDEX—End of Exercise
ESP—Emergency and Special Program (code)
EXDIR—Exercise Directive
EXORD—Exercise Order
FAM—Functional Area Manager
FMS—Foreign Military Sales
FR—Force Request
FY—Fiscal Year
FYDP—Future Years Defense Plan
GFM—Global Force Management
GFMAP—Global Force Management Allocation Plan
GFMIG—Global Force Management Implementation Guidance
GOSG—General Officer Steering Group
HAF—Headquarters Air Force
HLD—Homeland Defense

HQ—Headquarters
HHQ—Higher Headquarters
IAW—In Accordance With
ISR—Intelligence, Surveillance, and Reconnaissance
IT—Inland Transportation
JECG—Joint Exercise Control Group
JELC—Joint Event Life Cycle
JEP—Joint Exercises Program
JETP—Joint Exercise Transportation Program
JLLIS—Joint Lessons Learned Information System
JMD—Joint Manning Document
JMETL—Joint Mission Essential Task List
JOPES—Joint Operation Planning and Execution System
JPP—Joint Planning Process
JS—Joint Staff
JTF—Joint Task Force
JTIMS—Joint Training Information Management System
JTS—Joint Training System
L2—Lessons Learned
LD/HD—Low Density/High Demand
LFE—Large Force Employment
MAJCOM—Major Command
MEC—Master Exercise Calendar
MET—Mission Essential Task
METL—Mission Essential Task List
MOA—Memorandum of Agreement
MSEL—Master Scenario Event List
NAF—Numbered Air Force
NATO—North Atlantic Treaty Organization
NEP—National Exercise Program
NEPCE—National Exercise Program Capstone Event
NGB—National Guard Bureau

O&M—Operations and Maintenance
OCE—Organization Conducting Event
OPCON—Operational Control
OPLAN—Operation Plan
OPORD—Operation Order
OPR—Office of Primary Responsibility
OSD—Office of the Secretary of Defense
OTI—Operational Training Infrastructure
OUSD—Office of the Under Secretary of Defense
PACAF—Indo-Pacific Air Forces
P&R—Personnel and Readiness
PB—President’s Budget
PEP—Program Execution Plan
PH—Port Handling
PMA—Program Management Activities
POC—Point of Contact
POM—Program Objective Memorandum
PPBE—Planning, Programming, Budgeting, and Execution
RMSE—Rear Mission Support Element
RTS—Reserve Travel System
SDOB—Secretary of Defense Orders Book
SecAF—Secretary of the Air Force
SecDef—Secretary of Defense
SIF—Service Incremental Funds
SOF—Special Operations Forces
SOFA—Status of Forces Agreement
STARTEX—Start of Exercise
STO—Special Technical Operations
TAC—Transportation Account Code
TACON—Tactical Control
TDY—Temporary Duty
TPFDD—Time-Phased Force and Deployment Data

TTP—Tactic, Technique, and Procedure

UCP—Unified Campaign Plan

USAF—United States Air Force

USAFE-AFAFRICA—United States Air Forces in Europe - Air Forces Africa

USG—United States Government

USSOCOM—United States Special Operations Command

USTRANSCOM—United States Transportation Command

WRM—War Reserve Materiel

VOCO—Verbal Orders of the Commanding Officer

Terms

Distributed Training Center (DTC)—A center for operational management of distributed training activity and capabilities and a portal for connectivity with and/or management of training activity with other entities.

Master Exercise Calendar (MEC)—AF exercise enterprise schedule compiled from JTIMS, CPS and other schedule management tools. The MEC provides AF senior leaders, commanders and exercise planners a single source calendar of operational exercise events and participants.

Operational Training Infrastructure (OTI)—The framework and resources essential to accomplish Air Force air, space, and cyber operational training and exercise objectives. OTI includes such elements as embedded training capability, training systems, airspace, ranges and off-range lands, scoring and feedback systems, targets, pods/instrumentation, aggressors, threat environment generators, networks, distributed training centers, workforce, and cybersecurity.

SecAF Forces—Service retained Air Force forces unassigned to a CCDR.

Topline Coordination—Formal staffing process at the MAJCOM Deputy Commander and/or HAF Staff 2-Letter level.

Trusted Agent—Subject matter experts who are given advance knowledge of exercise scenario details for the purpose of assisting with all phases of the exercise from requirements development to execution.

White Cell Personnel—Personnel employed during an exercise to replicate the actions or inputs of non-participating organizations that are needed to keep exercise activities on track.

Attachment 2

EXERCISE COORDINATION WORKING GROUP (ECWG)

A2.1. Overview. This attachment outlines the organization and functions of the ECWG. The ACC/A3O Division Chief chairs the ECWG with the authority to coordinate AF forces support for CCMD, CJCS, AF and Joint Service exercises.

A2.2. Objective. The ECWG is an AO-level working group that meets at the start of the MAJCOMs' exercise scheduling build timeline approximately 8 months prior to the start of the next FY. The ECWG is the capstone forum for MAJCOM exercise POCs to discuss topics of interest pertaining to exercise support for SecAF, CDR, CJCS, and joint Service training events. Its primary purpose is to review and prioritize the annual USAF MEC. The MEC is derived from JTIMS, CPS and other MAJCOM scheduling tools. Working group members will identify scheduling conflicts which could potentially lead to sourcing and funding shortfalls for major events and develop plans of action to mitigate the issue. The working group will also identify exercises that can meet multi-domain objectives and exercises with similar objectives that can be combined or SecAF exercises that can be linked to JEP or CCMD events to maximize Joint interoperability training.

A2.3. Organization and Function.

A2.3.1. The ECWG is comprised of exercise planners, schedulers and support staff from the member organizations listed in [Paragraph A2.3.4](#). Participation in the ECWG is unit funded; therefore, organizations should account for travel expenses during respective POM and execution year planning.

A2.3.2. The ECWG provides a forum in which exercise planners/schedulers across the USAF can gather to discuss exercise related issues. The ECWG provides an opportunity to share the latest developments in the exercise enterprise and the status of exercise funding, both current and future forecasts. In addition, it gives stakeholders an opportunity to discuss organization specific problems or concerns that affect the working group.

A2.3.3. The ECWG follows an input to output model. The input is the AF exercise demand from all stakeholders per JTIMS inputs along with readiness gaps and request for exercise support and asset participation. The output is a prioritized list of exercises AF forces can support based on the force structure available for execution and a proposed MEC MOA. The ECWG will review C-MAJCOM and C-NAF CDR exercise obligations, MAJCOM commander readiness objectives, SecAF Exercise Decision Matrix in [Figure 1.1](#) and AF/A3 guidance to develop priorities and draft the MEC MOA. The force structure available is a forecasted capacity for the FY of execution after removing mandated tasks such as deployments in response to SecDef allocation/transfer, and CDR CSP missions.

A2.3.4. Membership. The following organizations shall have representatives on the ECWG:

A2.3.4.1. ACC

A2.3.4.2. PACAF (USINDOPACOM)

A2.3.4.3. USAFE – AFAFRICA (USEUCOM/USAFRICOM)

A2.3.4.4. AFSPC (USSTRATCOM)

A2.3.4.5. AFMC

A2.3.4.6. AETC

A2.3.4.7. AMC (USTRANSCOM)

A2.3.4.8. AFSOC (USSOCOM)

A2.3.4.9. AFGSC (USSTRATCOM)

A2.3.4.10. NGB

A2.3.4.11. AFRC

A2.3.4.12. 1 AF/AFNORTH (USNORTHCOM)

A2.3.4.13. 8 AF/AFSTRAT-Global Strike (AFGSC)

A2.3.4.14. 9 AF (Standing JTF)

A2.3.4.15. AFCENT (USCENTCOM)

A2.3.4.16. 12 AF/AFSOUTH (USSOUTHCOM)

A2.3.4.17. 14 AF/AFSTRAT-Space (USSTRATCOM)

A2.3.4.18. 24 AF/AFCYBER (USCYBERCOM)

A2.3.4.19. 25 AF (ACC)

A2.3.4.20. AFAMS

A2.3.4.21. 505 CCW

A2.3.4.22. AF/A3TI

A2.3.4.23. AF/A3TR

A2.3.4.24. Representatives from other organizations may attend and participate with prior approval from the ECWG chair. **(T-1)**.

A2.4. Master Exercise Calendar (MEC) Development Process.

A2.4.1. Maintaining an AF exercise enterprise schedule is a crucial component of exercise oversight. AF senior leaders and commanders at all levels need a common and easily accessible MEC to aid in training and readiness assessments. The ECWG is the forum for MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB to codify readiness training requirements and ensure the most accurate data is available to populate the MEC. The MEC uses an automated process to import data from a number of sources to include JTIMS, Consolidated Planning Schedule (CPS) and other scheduling tools.

A2.4.2. The development of an USAF MEC begins approximately 12-14 months from FY execution. The following describes the steps and approximate timeline for completion; exact timing and battle rhythm will be established by the ECWG chair:

A2.4.3. 12-14 months (prior to FY execution): “Call for Requirements” memo released. Stakeholders will enter all their exercises requiring external resources (e.g., Personnel, aircraft, funds, man-days etc.) into JTIMS in order to be prioritized.

A2.4.4. 10-12 months: Exercise submission window closes, ACC/A3O consolidate inputs and updates the MEC using source data from JTIMS, CPS, and other MAJCOM scheduling tools. Using the Exercise Decision Matrix discussed in [paragraphs 1.6.1 & 1.6.2](#), a prioritized list of Service and CCMD exercises is developed. Potential date conflicts between major events requiring resources will be identified, to be discussed during the ECWG meeting.

A2.4.5. 10 months: ECWG meeting commences. Stakeholders review the calendar and formulate courses of action to mitigate scheduling and resource conflicts/shortfalls. The ultimate goal is to reach consensus among the ECWG members regarding the accuracy of the prioritized MEC, in preparation for MAJCOM, C-MAJCOM and NGB A3 coordination and approval. Once the ECWG reaches consensus on the exercise schedule, the MEC will be updated to include the specific AF units that are participating

A2.4.6. 9-10 months: The ECWG-approved calendar is staffed for topline coordination and signature by MAJCOM, C-MAJCOM and NGB CDs. AF/A3 is the final approval authority once coordination is completed among the stakeholders.

A2.4.7. 6 months: MAJCOM, C-MAJCOM and NGB-signed USAF MEC MOA will be reviewed at the Ops GOSG and signed by the AF/A3. Once signed the MOA will be disseminated among the exercise stakeholders for execution.

A2.4.8. The MEC will provide a common operating picture for both senior leaders and operational units. An accurate calendar will enable:

A2.4.8.1. Senior leader visibility on the AF exercise enterprise.

A2.4.8.2. MAJCOM exercise planners to quickly assess the level of effort across multiple unit levels and time periods.

A2.4.8.3. MAJCOM exercise planners to align exercise participation to readiness goals.

A2.4.8.4. An agreed upon prioritization of exercises to optimize the use of airlift and air-refueling assets and other LD/HD assets.

A2.4.8.5. ECWG to visualize the AF and Joint exercise demand to seek opportunities to link or combine events while still meeting specific weapons system and multi-domain readiness requirements.

Attachment 3

INDIVIDUAL JOINT TRAINING

A3.1. Overview. This attachment outlines the organization and functions of managing AF individual Joint training. 9 AF (as the executive agent for ACC/A3C) manages the placement of Airmen in Tier 1 and 2 Joint Exercises with the intent of maintaining a standing Joint Force Headquarters cadre and preparing Airmen to serve on a JTF Headquarters (HQ) staff.

A3.2. Objective. 9 AF maintains contact with CCMD and Service component HQ exercise planners to develop and maintain a Tier 1 and 2 exercise calendar, and to advocate for Air Force positions on the JMD. 9 AF will prioritize Airmen to attend a Joint Exercise with the following priorities:

A3.2.1. Priority 1: Airmen deploying to an active JTF. Airmen selected to serve on an active JTF staff (i.e., CJTF-Operation Inherent Resolve) will have priority placement in CCMD Tier 1 or 2 exercise after they have completed the requisite JTF training including the USAF sponsored Rear Mission Support Element (RMSE)/JTF Staff Basic Course.

A3.2.2. Priority 2: Standing JTF Staff. Airmen assigned to the 9 AF JTF capable HQ will be selected for a CCMD Tier 1 or 2 exercise as part of their upgrade training.

A3.2.3. Priority 3: Joint Officer Development. Airmen selected for the Joint Learning Continuum per CJCS and CSAF direction will be afforded the opportunity to attend a Tier 1 or 2 exercise.

A3.3. Organization and Function. The 9 AF staff is comprised of JTF members, JTF instructors and exercise planners, schedulers and support staff. 9 AF has Direct Liaison Authority (DIRLAUTH) to engage with CCMD and Service component HQ exercise planners to identify and resource Air Force positions on the exercise JMD.